
DCMC Headquarters Customer Support Team

Customer Support Quarterly

1st Quarter, FY 97

1. Report Contributors:

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2. Plans:

- Customer Support One Book chapters (4 ea) have been drafted and will be put on the DCMC Homepage for comment. Chapters will be finalized 2d Q FY 97
- Next quarterly PI reports due 10 Jan 96
- CAPT Dean Merrill, Chief of the Customer Support Team has retired from the U.S. Navy. His replacement is due to report to the Command in April. Until then, Lt Col Brian Brodfuehrer will serve as acting chief.
- PI Agency Job Guideline (AJG) has been drafted and is currently being staffed with Hqs Personnel Office. AJG is expected to be finalized by the new year.

3. Identification of Best Practices:

a. **Teaming/Integrated Product Teams(IPT)** - This initiative was mentioned frequently in the "what's working" category. Eight integrators from different programs wrote that using IPTs or having effective teaming was paying off at their facilities. Maj Eric Garvin (USAF) writes that for the F-22 program, teaming is more important than ever given the planned SPO downsizing. Mr Hayes (PAC-3 Missile) credits IPTs with developing a strong rapport between the contractor, subcontractors, DCMC and the Product Office. Mr Graham (Submarine Combat Control System) states that the IPT concept allowed the program to significantly reduce cycle time associated with processing an Engineering Change Proposal for an upgrade to the system. Mr Miner (USMC H-1 Upgrade Program) writes that the program is in the design phase and that contractor IPTs are being used to ensure that the program remains on schedule. LCDR Blanchette found IPT Pricing to work well for a TRIDENT II D-5 proposal evaluation where the team shared a computerized cost breakdown model.

b. **Single Process Initiative (SPI)** - Activity on this key acquisition reform initiative is clearly on the rise. SPI is having a definite impact on the way our Command interacts with contractors and supports its customers. A broad cross-section of DCMC

Program Integrators report many new “Concept Papers” being submitted with substantial numbers of proposals in the works. The most frequently mentioned process change deals with the conversion from MIL-Q-9858 to the commercial quality standard, ISO 9000. Other examples of “concepts” which have been proposed include; self-certification of contractor property control systems, use of “best-value” configuration management policies and procedures vice military configuration management standards and elimination of MIL STDs for calibration system requirements and electrostatic discharge controls. Once approved and implemented, these “common processes” should go a long way toward making contractors more efficient and effective and ultimately result in less costly systems for the Government.

c. **Early Contract Administration Support** - This initiative is still receiving broad acknowledgment from the PI community that Early CAS is working to DCMC’s benefit. Mr. Matt Danter’s (DCMC McDonnell Douglas Aerospace, St Louis) Program Support Team (PST) has used Early CAS on the T45TS program to improve the structure of fiscal year contracts. Their reviews of contracts prior to negotiation and award have enabled the PCO to procure the correct items with the least amount of confusion over terms and conditions. Jeffrey Wong (DCMC Santa Ana Aerojet) and his PST have joined the SADARM Integrated Product Team on two new SADARM contracts (LRIP II and Product Improvement). They will be working with the contractor during the proposal process in an attempt to reduce cycle time for contract award. Capt. Greg McNew, USAF (DC MC Boeing Seattle) and his PST have been very active in developing a generic memorandum of agreement which could be applied to any of the competing contractors for the Joint Strike Fighter Program.

d. **Single Process Initiative at DLA ICPs** - Our DLA ICP Liaisons have actively facilitated an increased awareness and support for the value of Single Process Initiatives. Key ICP personnel have been briefed on the purpose and benefits of the program. Presentations have been well received and more are scheduled for January. Several liaisons have been working some initial problems encountered by the DLA ICPs concerning the receipt and completeness of Concept Papers. Our liaisons are also providing constructive feedback to evaluators to enable them to determine if the Concept Paper has sufficient information to allow the ICP to review the proposal without delay.

5. Areas of Concern:

a. **Reduction of Resources** - DCMC and SPO downsizing combined with new acquisition reform initiatives is causing some DCMC organizations to be concerned about being able to get everything done. One PI writes that the SPO plans to downsize by forty percent over the next few years, presenting additional challenges for an already downsized DCMC organization. Another writes that the capability to support multiple shifts during satellite testing is in jeopardy with a planned reduction in work force.

b. **Workforce Skills - Office Automation Software** - A key challenge for all personnel in today's work environment is to maintain proficiency with the latest office automation software available. New versions, and in some cases entirely new types of software are installed with little or no notice. The challenge for the user is to stay on top of the changes and maintain proficiency in order to take advantage of all the features and capabilities the software has to offer. Some of our Program Integrators indicated that while the computer is fast becoming an indispensable tool in their office, the software training necessary to take full advantage of the computer's capabilities is not a priority in the office. Personnel attempt to learn the software on their own while trying to keep up with their own workload resulting in a less than optimum situation. A recommendation was made to specifically budget for this type of training for all employees and then make that training a priority.

c. **Program Integrator Authority** - Authority of the program integrator as a team leader is still an area of concern. PI authority has been addressed in the new revision of the One Book which will provide stronger emphasis and clearer guidance on the authority and responsibilities of the program integrator and program support teams implementing program integration.

d. **DFAS Charges on Delegated Contracts** - The DFAS charges incurred when a contract is delegated to DCMC and paid by DFAS-CO-J (MOCAS) are significantly higher than those incurred when administration is retained and payment is made by DFAS-CO-SEM (Stock Fund). DCMC liaisons are participating in meetings at several DLA-ICPs where payment costs are being addressed. There will not be any 'quick fixes' to this problem, but our early liaison participation is insuring that DCMC has a role in the solution.

6. Good news:

DCMC Liaisons have established strong working relationships with DLA ICP senior management. A clear indicator of their success in developing these relationships can be seen in the ICPs requesting our Liaisons participation in the DPSC/DISC Business opportunity conference and DSCC internal 'functional forums'. Our Liaison at DSCR and MAJ Joseph Grebe, USA, from DSCR gave a joint speech on the value of the ICP/DCMC relationship to a meeting of the Virginia Society of Research Administrators held at Old Dominion University.